Application Development Environment (ADE)

Production Phase

Phase Completion Procedure
Quick-Start

Information Systems Division
California Department of Motor Vehicles

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TITLE:	Phase Completion Procedure
PROCEDURE NUMBER:	**ADE 50.0 (Production)**
OWNER:	Strategic Planning and Control Branch
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Principal Objectives of the Phase Completion Procedure

In the Production Phase, the objectives of Phase Completion are to:

- Verify that deliverables produced during the phase meet project quality and completeness standards.

- Secure client acceptance of deliverables produced during the phase.

- Release staff and physical resources no longer required.

Overview

The graphic below depicts this Project Management (PJM) procedure, Phase Completion, as it occurs within the current CDM phase, the Production Phase.
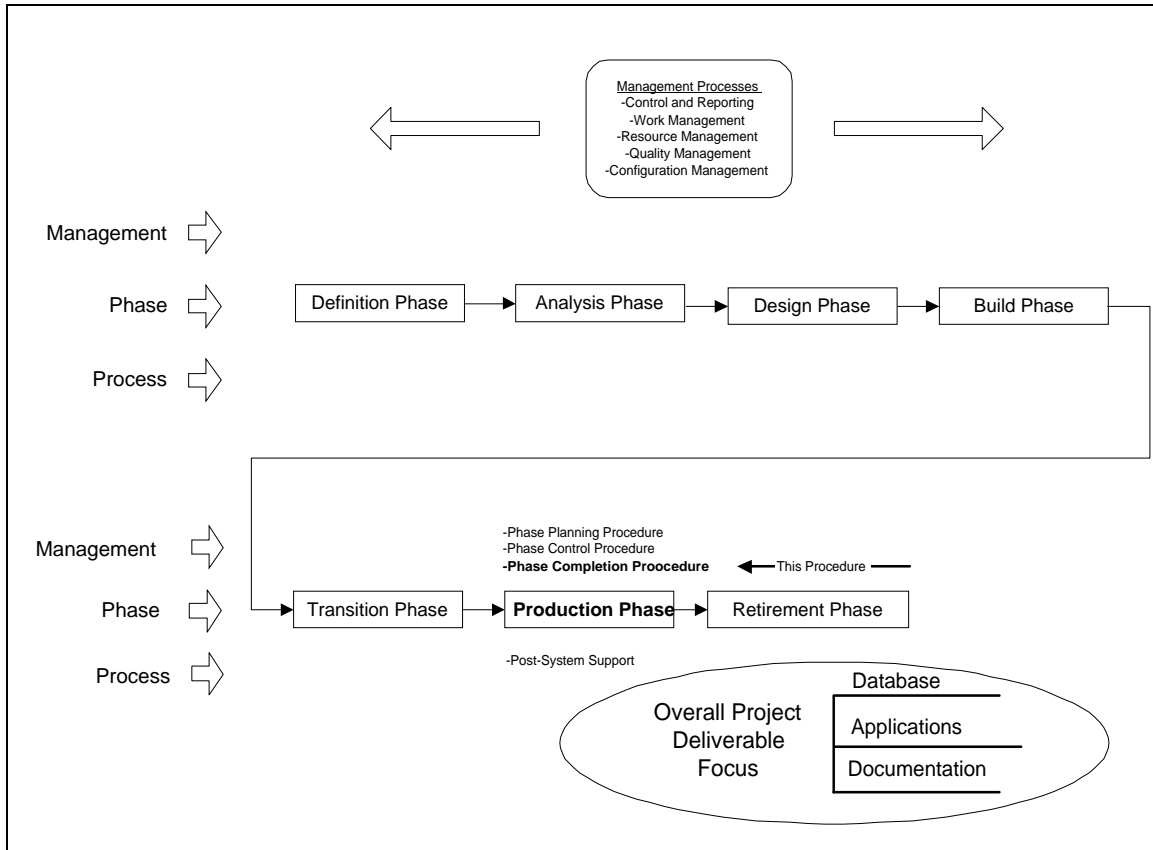
Phase Completion Tasks and Deliverables

Each of the five Phase Completion tasks listed below results in a specific deliverable. Tasks are identified with their PJM ID# , the first two letters of which correspond to the Management Processes shown at the top of the preceding graphic. Three are considered by Oracle to be key (✪ = key deliverable).

Note: Remember the caution offered in the Project Planning Procedure (Definition Phase) to be mindful of the distinction between phase and process deliverables.

The abbreviated references provided in the right-hand column refer to the Oracle PJM manuals to which you will want to refer for background or greater detail:

- *The Project Method Handbook* (PJM-MH)

- *The Project Management Process and Task Reference* (PJM-PTR)

- *The Process Management Deliverable Reference* (PJM-DR)

Task	Description	Deliverable	Comments & Reference
✪Secure Client Acceptance CR.080	Obtain sign-off on Production Phase deliverables to the mutual satisfaction of developer and business representative. (See list of Production Phase deliverables following this table.) *To preclude last-minute delays, review acceptance procedure in advance with business project members participating in sign-off. If necessary, hold issue resolution session(s) prior to beginning phase completion.*	Phase Acceptance	*PJM-MH, Chapter 6 PJM-PTR, pp. 1-43 to 1-46 PJM-DR, pp. 1-32 to 1-35, and App. A* *Oracle MS Templates:* - *End Report* - *Acceptance Certificate*
Release Staff RM.080	Release staff and physical resources not required for further project work. *The release of staff and physical resources assumes you have available to you the Staffing and Organization Plan and Physical Resource Plan for the next phase. Normally this is true, since planning for the next phase should be complete when this task is performed.*	Released Staff	*PJM-MH, Chapter 6 PJM-PTR, pp. 3-37 to 3-40 PJM-DR, pp. 3-18 and App. A*
Release Physical Resources RM.090	This task involves releasing control of those physical resources that are no longer needed to complete the project execution. *Identify resources to be released, coordinate release with suppliers, and turn over resources.*	Released Physical Resources	*PJM-MH. Chapter 6 PJM-PTR, pp. 3-41 to 3-43 PJM-DR, p. 3-19 and App. A*

Task	Description	Deliverable	Comments & Reference
✪Perform Quality Assessment QM.050	Conduct an assessment of the completeness of Quality Control arrangements (reviews, audits, tests, and problem resolution) to assess the completion of the project to date. The Quality Report provides an opportunity to demonstrate to the client the completeness of your quality control measures during the phase. *This quality assessment may be conducted by a member of the project team (who may hold other quality responsibilities) or may be carried out by a quality consultant external to the project team. SP/CB has SQA procedures for the Project Managers; these defined procedures can assist the project manager.*	Quality Report	*PJM-MH, Chapter 6 PJM-PTR, pp. 4-25 to 4-27 PJM-DR, pp. 4-18 to 4-19 and App. A* *Oracle MS Template:* • *Quality Report*
✪Audit Key Deliverables CM.060	In this task you demonstrate to the project manager and the client that the deliverables produced were those which were intended, and that adequate control over development of those deliverables was exercised. *A physical configuration audit verifies that all intended key deliverables are baselined as configuration items. A functional configuration audit demonstrates that configuration items in the baseline can be traced backward in time to their requirements. All baselined deliverables should be identified in the project's Configuration Management Plan.*	Audited Baseline	*PJM-MH, Chapter 6 PJM-PTR, pp.5-31 to 5-33 PJM-DR, pp. 5-19 to 5-20 and App A*

Production Phase Deliverables

The table below is offered as an illustration of how the PM might track the completion, approval and delivery of Production Phase deliverables. Final deliverable packages should include a cover memo or form that provides a vehicle for recording all required reviews and approvals.

Production Phase Deliverables (✪ = Process key deliverables)				
ID #	**Deliverables**	**Delivery Date**	**Date Approved by Customer**	**Status**
	Post-System Support			
PS.010	✪ System Evaluation			
PS.020	Performance Metrics			
PS.030	Performance Statistics			
PS.040	Performance Exceptions			
PS.050	Fault Corrections			
PS.060	Problem Log			
PS.070	Performance Corrections			
PS.080	Upgrade Strategy and Plan			
PS.090	Upgrade Scripts and Procedure			
PS.100	Application Upgrade			
PS.110	Upgrade Test Results			
PS.120	✪ Upgraded Application System			
PS.130	Future Functional Enhancements			
PS.140	✪ Enhancement Plan			

Potential Pitfalls

The most likely areas of risk during Phase Completion are the following:

- The phase acceptance procedure is not clearly communicated in the project Quality Plan.

- Client satisfaction concerns are not identified and addressed prior to requesting sign-off of deliverables.

- Outstanding issues and problems which affect phase deliverables are not resolved prior to their acceptance.

- Not adhering to the Software Quality Assurance Plan or the Configuration Management Plan.

Key Words And Phrases

Attribute	The information held about an entity
Entity	Something about which information is retained; e.g. customer, employee, product, etc.
Event	A trigger to which one or more business functions respond, e.g. a license application
Function	A major work unit of an organization; e.g. sales, maintenance, etc.
Model	Diagram or graphical depiction of a system
Physical Configuration Audit	An audit or review that verifies that all intended key deliverables are baselined as configuration items
Process	A series of tasks which result in one or more critical deliverables
Program	A a group of projects managed in a coordinated way
Project	Involves work that is *finite* and *unique* (as opposed to operations, which involve *ongoing* and *repetitive* work)
SP/CB	Strategic Planning and Control Branch
SQAA	Software Quality Assurance Analyst
Step	Smaller units of tasks and sub-processes which produce components of deliverables
Sub-process	Continuously or frequently executed set of actions which produces a defined set of outputs or results
Task	A unit of work that results in a single deliverable